Directions: Please complete shaded areas below.

Department Name: Finance Tax Collector
Project Name: Tax Collector Payment and Processing System and Document Imaging System
Project Amount: $500,000
Preparer Name & Contact Information: Peter Cam, (305) 375-4232, email dac@miamidade.gov

Section B
(Complete Only If Asking for Revenue from GF Capital or IT Administrative Fee)

Improves Customer Service
Several customer departments with be better served in many ways; The Property Appraiser (PA) and Tax Collector (TC) work closely together as the former assesses property value and the later collects the resulting taxes. Faster processing of payments and reduced backlog will benefit both departments tremendously. The PA will be able to research more up to date payments on our system as well as other tax related inquiries. The TC will be able to answer PA inquiries much more quickly. PA's external customers will therefore receive much faster service. The Team Metro 311 customer inquiry service will also benefit in the same way as representatives will be able to access the TC system and answer customer inquiries more quickly. Municipal taxing authorities will be able to link to our system to retrieve Ad Valorem and non Ad Valorem Special Assessments information for their customers' inquiries. Customer inquiries that are received by the Mayor's Office, CMO and Finance Director will be answered more efficiently and quickly by the TC.

Impacts Citizens
The proposed new system will improve customer service provision to our citizens in several ways; as all incoming mail will be imaged and sorted, i.e. up to 10,000 envelopes and their contents daily, we will be able to interrogate our systems by several means to ascertain if and on which date a payment had been received, if a stub was received with the payment, whether or not the payment has been processed and paid, or returned to the customer because payment was insufficient and a replacement check requested. This information will be retrievable instantaneously by several predetermined methods of inquiry. Secondly, we will be processing payments much more quickly, reducing customer complaints to the TC, PA, Finance Director, CMO and Mayor's Office, particularly during the busy tax season between November and February. The new payment processor software will enable us to reduce the peak season backlog of work to two or three days. Our present backlog during tax season can be up to several weeks. As payment and document research will be so quick (by interrogating the image database) our customers will no longer be subject to a two or even three day delay waiting for a response. Similarly, we will be able to research our records to confirm receipt of a payment or document to our customers. At present, we have no way of knowing if a payment, envelope or document has been received, unless the check has cleared the bank. As a result of these improvements, public perception of the Tax Collector will improve tremendously as we will be faster, more responsive, more specific and accurate in our explanations as to what has transpired with payments and research.

Improves Business Processes
The implementation of this project will save money in several areas; new fast processor software will reduce the number of reject payments dramatically and those that are rejected will be handled by remote operators rather than by the fast processor operator, allowing the machine to process without interruption. ACH software will ensure that payments reach our bank account the following morning. Therefore, more payments will be in the bank earning interest, rather than awaiting research. The Real Estate Payments Processing Unit currently requires four or five additional employees to help process the work between November and March. More efficient use of the fast processor by new software and the use of two extractor/imager/sorters will reduce the need for additional seasonal labor, thereby reducing costs. The new software automatically generates refund letters to customers and requests for replacement checks made out for the correct value.

These processes are currently performed manually and are therefore costly and relatively slow to produce. The Auto Tag Section currently processes 1,200 vehicle and vessel registration renewals daily. This process is completed by manually by eleven employees. The new software enables registration renewals to be processed on the 7780 fast processor. Some manual tasks will still remain, although we anticipate a saving of up to six employees who could be used performing more useful work in other areas. This office is required to keep documentation for up to twenty years, by State Statute. These documents are presently in the form of paper or microfilm. With image storage on server, back up server and eventually tape, the amount of space required for document storage is diminished along with the associated cost of storage space. Employee morale in the Real Estate Payments Processing unit is always at a low point between November and January. The level of stress reaches its peak when work is backed up over days, weeks and sometimes over a month. Employees' time is frequently wasted searching though mail backlog searching for payments as a result of customer complaints, rather than using that time to more positively to process payments. This exacerbates employees, supervisors and management. The computerization of manual processes, implementation of intelligent new software to speed up the payments processing process that will reduce the number of problem payments, will considerably reduce the degree of stress within the unit, thereby improving employee morale.

Strategic Alignment to the County's Goals
This project is in alignment with strategic plan goal ES8, plan priority outcomes ES8-3, and ES8-5. By implementing a new payments processing and data storage system, the Tax Collector's Office will be improving its financial management practices, replacing outdated, slow and inefficient manual processes with up to date efficient computer hardware and software, thereby creating a more efficient and effective tax collection payment processing system.

Departmental Participation
Although this project will benefit several departments as outlined previously, the Finance Department's Tax Collector Office is requesting the funding as the main beneficiary of this investment.

Risks
The considerable volume and scope of data, unique county ordinances and issues pertaining to customization may increase initial application costs somewhat. However, delays implementing the new system should be minimal as it is already utilized in many other Tax Collectors' Offices in the State of Florida.

Use of an Enterprise Infrastructure
Yes. The system will communicate directly with our financial system, FAMIS. The Property Appraiser will be in a position to access data from our payments processing and document data base in order to facilitate their own processes and procedures and customer inquiries.

Information Technology Business Case – Section B
Miami-Dade County – FY 2005-06
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COUNTY

Section C
Financial Information

ETSD Dependencies (See Budget Manual)	FY05-06	FY06-07
Infrastructure	$40,000	
Application Programmer	$10,000	
Database	$10,000	
Telecommunication		
Radio		
Etc.		

Department Specific Costs	FY05-06	FY06-07
Personnel		
Hardware	140,000	
Software	300,000	
Maintenance Fees	49,000	
Consultant Fees		
Etc.		